Strategies for Success

BUILDING SASKATCHEWAN TOGETHER:

The Aboriginal Community and SaskEnergy

1993 to 2003

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EXECUTIVE SUMMARY

Due to Saskatchewan's changing demographics, it was important 10 years ago – and is even more important today – for SaskEnergy to develop, implement, and evolve a coherent Aboriginal relations plan. By developing and implementing a comprehensive Aboriginal strategy driven by partnerships with Tribal Councils, SaskEnergy has the opportunity to help build capacity in Saskatchewan's Aboriginal communities. An effective strategy will provide mutual benefits for SaskEnergy and for Saskatchewan's First Nations.

With a known Aboriginal employee workforce (self-declared) of 0.8% in 1993, SaskEnergy did not employ a proportionate number of Aboriginal workers in a province whose total Aboriginal population was estimated at 170,000. But as a fledgling Crown corporation with a new mandate, SaskEnergy was in a unique position to plan and develop specific Aboriginal objectives designed to meet and compete with industry standards, to complement government strategies, and to enhance Aboriginal participation.

Formal partnership agreements with Tribal Councils were critical to SaskEnergy's Aboriginal planning in its early stages. These agreements were extended and refined and, as a result, a great deal has been accomplished over the last decade in the areas of employment, education and training, business development, and community investment.

Aboriginal Relations has become an integral part of the corporate culture at SaskEnergy, and the company itself has become an established leader in Canada's Aboriginal relations sector. For example, SaskEnergy has been invited to chair both The Banff Centre for Leadership and The Conference Board of Canada's Council on Aboriginal Relations.

As SaskEnergy moves into its second decade of building its Aboriginal Relations strategic direction, the ongoing challenge will be to integrate the goals of Saskatchewan's Aboriginal communities within the mandate of the Corporation's business plan.

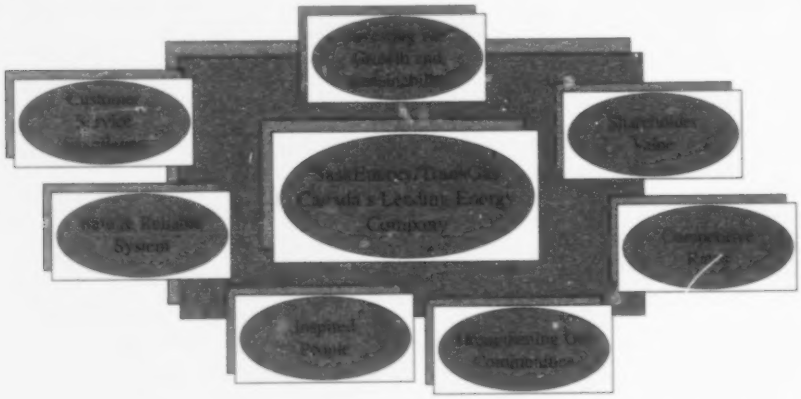
Many of the key elements of SaskEnergy's Strategic Plan complement the priorities identified by Saskatchewan's Aboriginal leadership. By focusing on mutual objectives in the development and maintenance of innovative partnership processes, SaskEnergy and the Aboriginal community will establish the basis for a win-win situation. Aboriginal participation rates will continue to increase in the areas of employment, education and training, business growth, and community development. At the same time, by capitalizing on the resources of Saskatchewan's fastest-growing demographic group, SaskEnergy will achieve its corporate objective of becoming Canada's leading energy company.

105-04482/

SASKENERGY'S BUSINESS ENVIRONMENT

The ongoing challenge for SaskEnergy will be to build and integrate the Aboriginal community's objectives within the context of the Corporation's business agenda. The way to do this is to make these objectives a key priority as the Corporation follows its business plan.

SaskEnergy's business plan has a specific set of objectives designed to help the Corporation become Canada's leading energy company. The objectives are outlined in the following diagram:



Several of these strategic objectives complement the broad goals of Saskatchewan's Aboriginal communities:

- Inspired People
- Investing for Growth and Sustainability
- Competitive Rates
- Customer Service Excellence
- Strengthening Our Communities

By focusing on these mutual objectives as they develop and maintain meaningful partnerships with each other, SaskEnergy and the Aboriginal community will help create a win-win situation.

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By focusing on these mutual objectives as they develop and maintain meaningful partnerships with each other, SaskEnergy and the Aboriginal community will help create a win-win situation.

Aboriginal participation rates will increase in the areas of employment, education and training, business growth, and community development. At the same time, by capitalizing on the resources of Saskatchewan's fastest-growing demographic group, SaskEnergy will achieve its corporate objective of becoming Canada's leading energy company. The result will be a stronger and more vibrant Province for everyone.

SaskEnergy believes that to build Saskatchewan together, it and the Aboriginal community must strengthen their ties to each other through formal and constructive partnerships. SaskEnergy's Aboriginal relations endeavour is not a feel-good exercise. It is about strategic human resource planning; it is about contributing to the growth, safety and well-being of communities; and it is about continuing to develop a healthy and sound Saskatchewan economy.

Aboriginal strategies and partnership agreements of the future need to be constructed and resourced in a manner that provides communities with a greater flexibility to act. The demographics of this Province create many challenges to Aboriginal leaders and, indeed, to all of us. It is how we prepare and manage this change by providing opportunity and fostering optimism that will have a resounding impact on the Saskatchewan citizens of tomorrow.

To achieve these goals, we must continue to strengthen historical and cultural ties and, thereby, ensure Saskatchewan's future and destiny remain firmly rooted in the greatness of its past. It is a history and legacy that pays homage to the tradition and spirit of its people . . . a tradition of hard work and courage instilled with a spirit of generosity and sharing.

EXECUTIVE SPONSOR'S MESSAGE:
Doug Kelln, Executive Responsible for SaskEnergy's Aboriginal Policy Planning Group

Doug Kelln
Senior Vice President
Distribution Utility

Saskatchewan's Aboriginal people have played a significant role in the shaping and building of this great Province. The future provides continued opportunity for Aboriginal people to capitalize on a competitive advantage. This advantage is human resources. The demographics that will emerge over the next decade project growth primarily in the 15 to 24 year old age category.

At SaskEnergy, we have been laying a strong foundation in Aboriginal Relations so that we are well positioned to build for the future . . . a future that anticipates and prepares for the young Aboriginal engineers, accountants, professionals, technical trades, and business leaders of tomorrow.

Our Aboriginal Relations strategies are rooted in the ideal and reality of partnership, collaboration, and capacity building. Together, we have developed strategies that strengthen relationships, employ people, grow entrepreneurism, and celebrate community success.

In 1993, at the launch of SaskEnergy's Aboriginal Relations strategy, a "*A formula for the future*", the Minister Responsible for SaskEnergy said,

> *"This government believes partnerships make good sense, and SaskEnergy advocates this approach. This . . . lays a foundation for SaskEnergy and the First Nations and Métis Nation of Saskatchewan to work together."*

Today we believe this message remains relevant and that the following results demonstrate by working together, with our Aboriginal partners and communities, we have made a difference.

It is a formula we can build and grow. It is a future of hope and optimism.

1995
Jullian Olenick, Vice President,
TransGas Customer Services, and
Larry Braun, President
Communications, Energy and Paperworkers Union
Local 649

In 1995 (photo to left) and 2003
SaskEnergy
was the recipient of the
Aboriginal Government Employees Network
(logo centre)
Industry Award of Excellence

THE EARLY YEARS:
Building Relationships

In the early 1990s, the Federal Government, Quebec, and Canada's Aboriginal people were actively engaged in constitutional amendments, and public support for change in the management of Canada's Aboriginal affairs was at an all-time high. In 1993, the Government of Saskatchewan released its Aboriginal Policy initiative entitled "Towards a Shared Destiny." The policy implementation strategy sought to engage government departments and Crown corporations in a formal process of dialogue and action. Each government department and Crown corporation was requested to develop and formalize plans designed to deliver on the "Shared Destiny" objectives.

With a known Aboriginal employee workforce (self-declared) of 0.8%, SaskEnergy did not employ a proportionate number of Aboriginal workers in a province whose total Aboriginal population was estimated at 170,000 in 1993. But as a fledgling Crown corporation with a new mandate, SaskEnergy was in a unique position to plan and develop specific Aboriginal objectives designed to meet and compete with industry standards, to complement government strategies, and to enhance Aboriginal participation.

Before 1993, the history of successful Aboriginal participation in Canada's oil and gas sector was limited. While most major oil and gas companies were consistent in their stated corporate objectives, few were successful in the sustained implementation of effective strategies. In Western Canada, three companies were then considered leaders in Aboriginal relations. On-site consultation and policy research was undertaken, after which SaskEnergy made several decisions about the direction of its own Aboriginal Relations Policy:

- Internal buy-in would not be driven by mandatory cultural training and policy directive.
- Partnerships would not be project-driven only.
- Corporate business units must see Aboriginal Relations as "part of the business".
- SaskEnergy must be transparent and accountable to employees, government, and to the community by tracking all measurable results in a report publication.

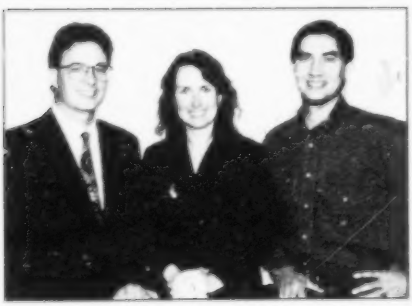
The resulting SaskEnergy Aboriginal Relations strategy thus reflected a basic template accepted by industry and government but, at the same time, unique in that it took into account both the Corporation's business objectives and the Aboriginal community perspectives. Recognizing the need for understanding and co-operation between the Corporation and Saskatchewan's Aboriginal community, SaskEnergy followed an implementation plan based on the principle of partnership and employee participation that would evolve complimentary and parallel processes within the company and with the Aboriginal community.

The first steps were internal. The SaskEnergy Aboriginal Policy Planning Group (APPG) was established with representatives from SaskEnergy and TransGas business units. This team, whose role was to guide and lead SaskEnergy's Aboriginal Relations strategy, set out the following statement and key objectives:

> SaskEnergy's First Nations and Métis policy recognizes the need for the Aboriginal community of Saskatchewan to be an integral stakeholder in Saskatchewan's economic growth and development; specifically, SaskEnergy will encourage and foster partnership development in three strategic areas:
>
> - Employment – the mechanism which enables Aboriginal people to become full partners in the sharing of economic wealth, and is a key element for Aboriginal self-sufficiency.
> - Education and Training – the foundation for change and inclusion within SaskEnergy and the means by which Aboriginal people can gain the skills necessary to help plan the future direction of the Province.
> - Business Development – the facilitation, promotion, and encouragement of proactive partnership arrangements with the Aboriginal business community in order to foster Aboriginal entrepreneurship and create new opportunities.

The APPG then developed its business case to establish a concerted, sustained, and systematic approach to SaskEnergy's Aboriginal relations. A critical point was the formation of Aboriginal Relations, a business unit charged with building internal capacity and bridging strategies to the Aboriginal community.

APPG decided to prioritize internal debate on its Aboriginal plan. The first important step for employees within the company was voluntary learning, and the SaskEnergy Aboriginal Education Series was the result. The series consisted of learning modules developed, written, and delivered by highly qualified and notable educators in the Aboriginal community. These issue-based modules were designed to tackle difficult questions based in historical fact. This education series, voluntarily attended by over 800 employees from 1995 to 1997, was the first notable success of SaskEnergy's new Aboriginal strategy, one that underscored the importance of foundation building through sharing and learning Aboriginal history and perspective.



K.L. Lendsay M.E. Turpel-Lafond G.E. Lafond
Facilitators
SaskEnery's Advanced Aboriginal Education Series

In tandem, SaskEnergy was also formalizing partnership agreements that would be instrumental to its Aboriginal Relations Plan. Beginning in 1994, SaskEnergy undertook Protocol Agreements with parent Aboriginal political organizations to clear the way for direct partnering with Aboriginal communities within the Corporation's business corridor. The Federation of Saskatchewan Indian Nations (FSIN) Protocol was signed on March 14, 1994, and the Métis Nation of Saskatchewan (MNS) Protocol was signed on November 28, 1995.

With these Protocol Agreements in place, SaskEnergy then identified, negotiated, and signed a number of Aboriginal Partnership Agreements on the basis of their ability to deliver mutual benefits both to the Aboriginal community and to SaskEnergy. In 1994 and 1995, SaskEnergy signed agreements with three First Nations Tribal Councils: the Saskatoon Tribal Council (STC), the Touchwood File Hills Qu'Appelle Tribal Council (TFHQTC), and the Prince Albert Grand Council (PAGC). Other partnerships were formed with three Métis Nations: Eastern Region II (Nipawin / Tisdale), Western Region I (Meadow Lake) and Western Region III (Saskatoon).

These partnerships proved to be critical to SaskEnergy's Aboriginal relations strategy. Through them, the company showed itself to be serious about going beyond consultation by directly engaging the community in the planning process. The Tribal Councils and Métis Nations opened doors to the Aboriginal community by demonstrating their support for a process that valued their leadership and expertise.

SaskEnergy Board Chair, Frank Proto,
and Cy Standing, Chairman, Wanuskewin Heritage Park Authority,
sign the Wanuskewin Support Grant Agreement in August 1999.

BUILDING CAPACITY:
A Decade of Co-operation

These early one-year partnership agreements sought to accomplish several things:

- Validate SaskEnergy's Aboriginal strategy planning and implementation.
- Engage the community in direct dialogue on employment, education, and business development.
- Increase the number of Aboriginal employees at SaskEnergy.

SaskEnergy met with mixed results in a number of these partnership processes, so that today (after a decade), two Tribal Councils – STC and PAGC – remain within formal Partnership Agreements with the Corporation. The degree to which these two partnerships have been successful at meeting both SaskEnergy's and the Aboriginal community's needs, however, may be measured by the fact that they have been extended and refined over time.

Aboriginal Relations has become an integral part of the corporate culture at SaskEnergy, and the company itself has become an established leader in Canada's Aboriginal relations sector. For example, SaskEnergy has been invited to chair both The Banff Centre for Leadership and The Conference Board of Canada's Council on Aboriginal Relations. And there have been many other highlights both for SaskEnergy and for the Aboriginal community.

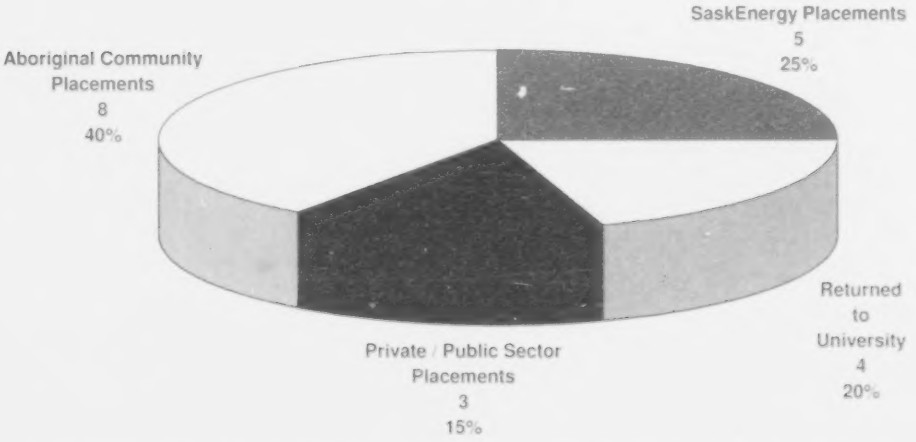
SaskEnergy proudly sponsors the National Aboriginal Achievement Foundation and the Foundation's "Blue Print for the Future Career Fair" (Saskatchewan Centre of the Arts,1999)

SASKENERGY'S ABORIGINAL POLICY AND PARTICIPATION RESULTS

Employment, Education, and Training

- 83% of SaskEnergy employees voluntarily participated in the Aboriginal Education Series from 1995 to 1997. Wanuskewin Heritage Park in Saskatoon currently uses the material provided by SaskEnergy to deliver this program to other corporations.
- Aboriginal employees now constitute 9% of SaskEnergy's workforce, up from 0.8% in 1993. Of this 9%, approximately three-quarters are permanent or permanent part-time employees.
- SaskEnergy developed the SaskEnergy Aboriginal Government Employees (SAGE) network, an internal Aboriginal employee support group designed to enhance the goals and objectives of the Aboriginal Government Employees Network (AGEN).
- Through its Aboriginal Management Development Program (AMDP), SaskEnergy provided a mechanism for qualified and experienced Aboriginal candidates to access corporate management learning opportunities within the company. Over 20 employees have completed this program and 25% have been retained by the company.

Aboriginal Management Development Program

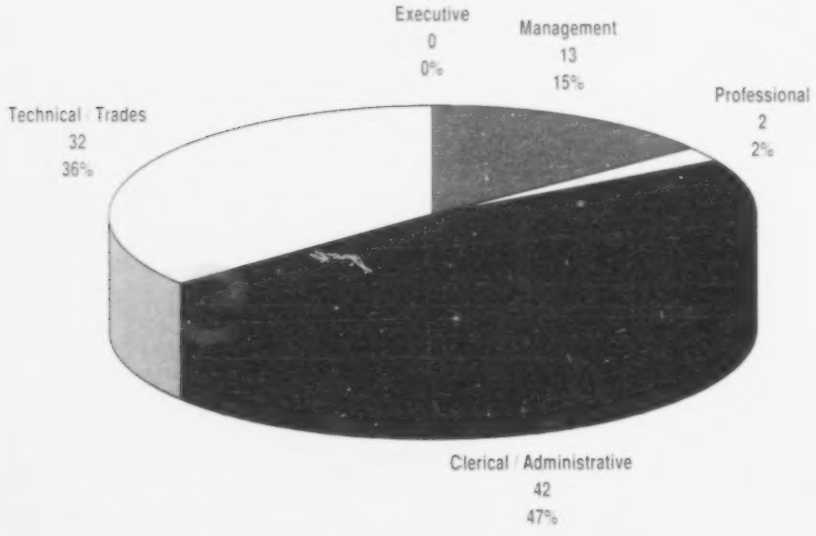


- SaskEnergy business units now employ 15 professional management persons who are of Aboriginal ancestry.
- Within the Aboriginal community, SaskEnergy is regarded as an "employer of choice".

1993 to 2003
Aboriginal Employment History

YEAR	TOTAL	ABORIGINAL		ABORIGINAL PERMANENT		ABORIGINAL TEMPORARY		TOTAL NUMBER OF SUMMER STUDENT POSITIONS	ABORIGINAL STUDENTS HIRED	
		Total	%	Full-Time	Part-Time	Full-Time	Part-Time		Total	%
TOTAL 2003	**995**	**89**	**9%**	**53**	**13**	**14**	**9**	**73**	**26**	**36%**
TOTAL 2002	993	91	9%	50	12	18	11	68	21	31%
TOTAL 2001	1,014	88	9%	47	10	22	9	73	22	30%
TOTAL 2000	984	63	6%	37	10	14	2	74	25	34%
TOTAL 1999	1,000	61	6%	26	8	23	4	71	17	24%
TOTAL 1998	994	57	6%	29	11	14	3	70	16	23%
TOTAL 1997	975	52	5%	25	10	14	3	59	15	25%
TOTAL 1996	961	42	4%	27	6	7	2	63	11	17%
TOTAL 1995	969	47	5%	25	6	16	0	85	16	19%
TOTAL 1994	949	42	4%	25	4	11	2	96	16	17%
TOTAL 1993	867	8	1%	5	2	1	0	76	3	4%

Occupational Grouping of the 89 Aboriginal Employees
as of December 31, 2003



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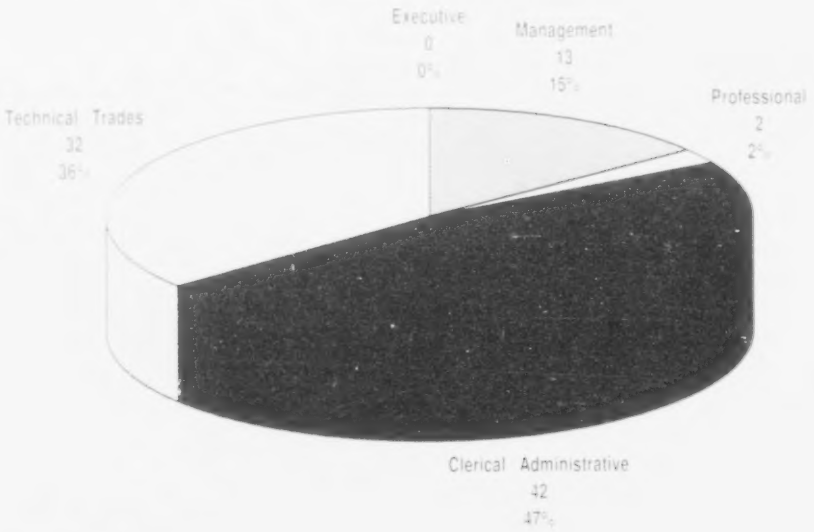


Staying the Course –
Maintaining and Growing SaskEnergy's Aboriginal Workforce

To augment its formal employee support systems, SaskEnergy provides a forum and resourcing for its workforce of Aboriginal ancestry (SaskEnergy Aboriginal Government Employees or SAGE). This group of volunteers shares, informs, and advocates to create a positive culturally-integrated work environment. The SAGE vision is to foster opportunities that will help achieve personal success in career and community.

Business Development and Marketing

- SaskEnergy business units integrate specific Aboriginal line items in all planning and budgeting processes.

- SaskEnergy's APPG provides leadership and business planning expertise to ensure that the Aboriginal Relations policy is fully integrated within corporate plans.

- A First Nations Marketing Plan is developed each year to focus on the Aboriginal community as customer.

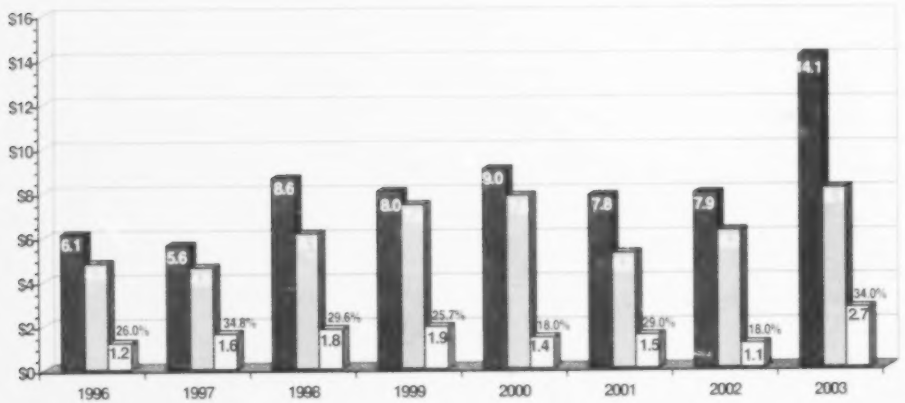
- SaskEnergy's business partnership with Bosgoed Project Consultants has provided employment and training for Aboriginal engineers.

- SaskEnergy's Supplier Development department focuses on the Aboriginal community as business partner by providing opportunities to Aboriginal suppliers, employees, and subcontractors. To facilitate this process, SaskEnergy has developed an Aboriginal Business Registry that provides a detailed inventory of Aboriginal businesses in Saskatchewan.

1996 to 2003

Aboriginal Business Development

by Contract Dollars - millions of dollars

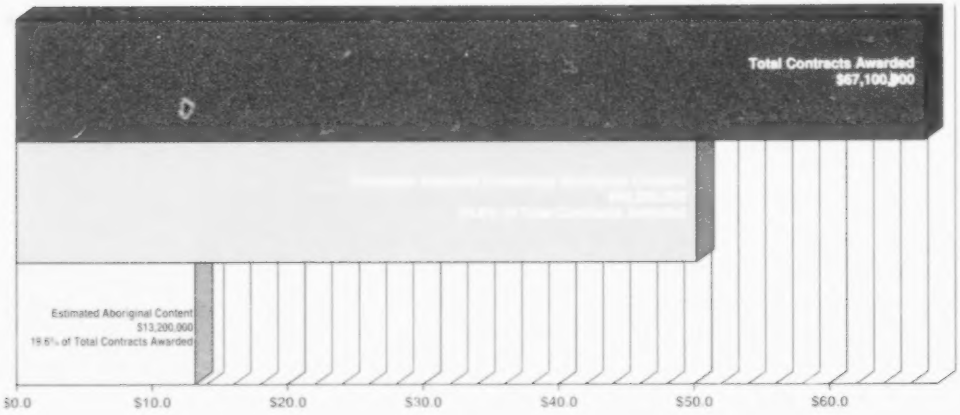


% is calculated on Contracts Awarded Containing Aboriginal Content

1996 to 2003

Aboriginal Business Development

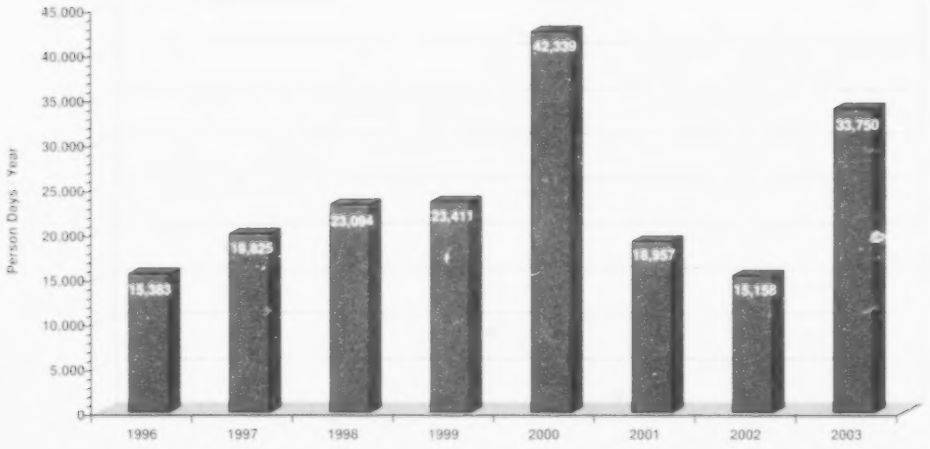
by Total Contract Dollars of $67,100,000



1996 to 2003

Aboriginal External Job Creation

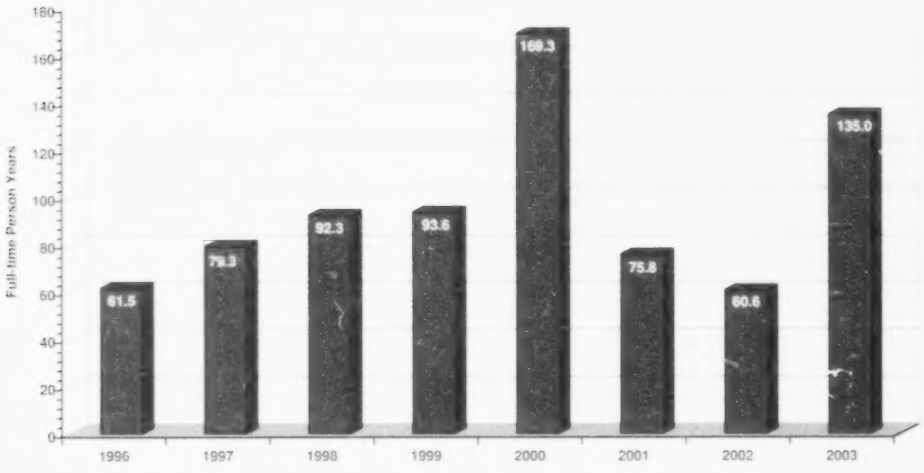
Person days - year - based on an 8-hour work day



1996 to 2003

Aboriginal External Job Creation

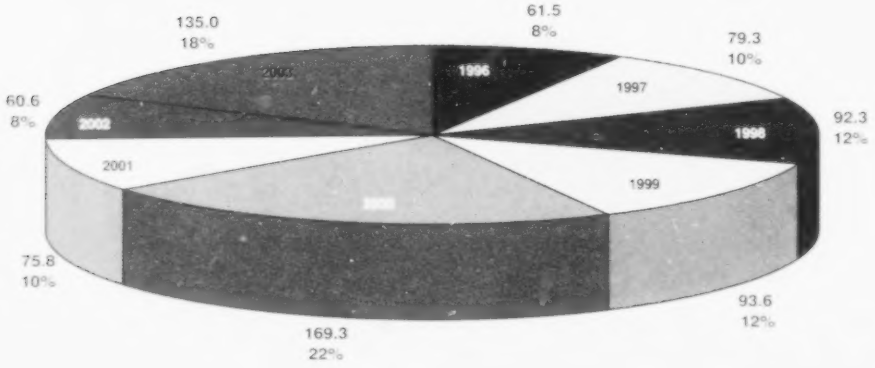
Full-time person years – based on 250 working days / year

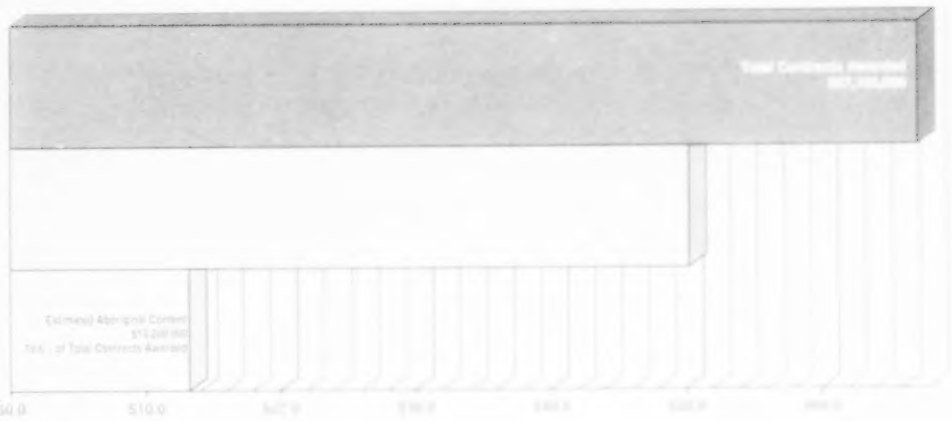


1996 to 2003

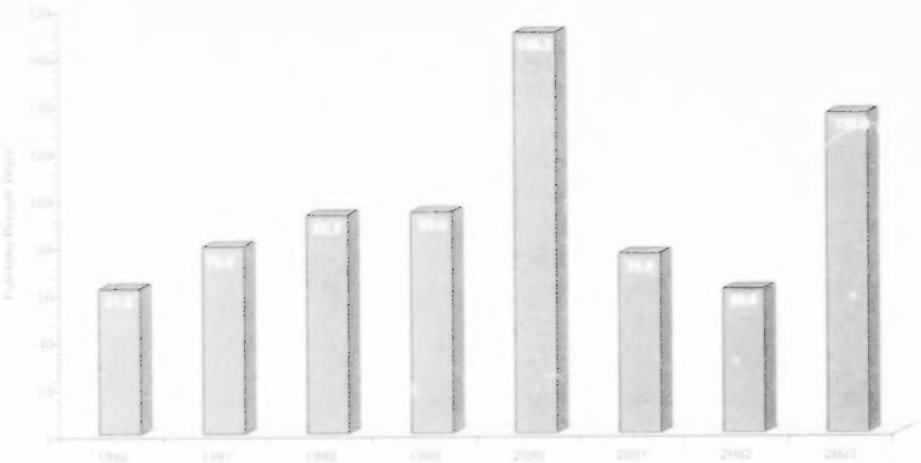
Total Aboriginal External Job Creation

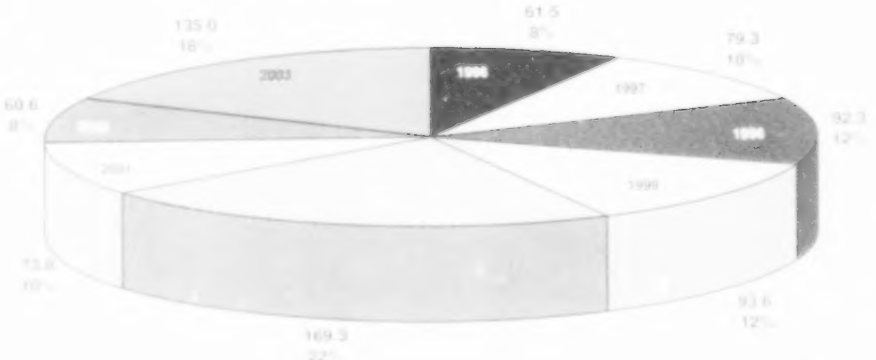
Based on 767.4 full-time person years




Total Contracts Awarded
$63,000,000
Estimated Aboriginal Content
$13,230,000
21% of Total Contracts Awarded
$0.0
$10.0

Person Days - Year
45,000
40,000
35,000
30,000
25,000
20,000
15,000
10,000
5,000
0




61.5
8%
79.3
10%
92.3
12%
93.6
12%
169.3
22%
73.8
10%
60.6
8%
135.0
18%
1996
1997
1998
1999
2000
2001
2002
2003

Communications and Community Development

- Close to one-third of the Corporation's sponsorship dollars are allocated to Aboriginal community initiatives in the Province.

- SaskEnergy has engaged the Aboriginal community through contributions to numerous historical publications.

- SaskEnergy has provided key funding to Wanuskewin Heritage Park to support core programming: access to archeology, Aboriginal Awareness Program, Aboriginal Community Dance Program, Urban Kids Program, site development, and the Storytelling Festival.

Wanuskewin Dance Troupe performs in celebration of grant agreement (1999)

- SaskEnergy sponsors the First Nations Safety Calendar as a means of educating Aboriginal communities about natural gas.

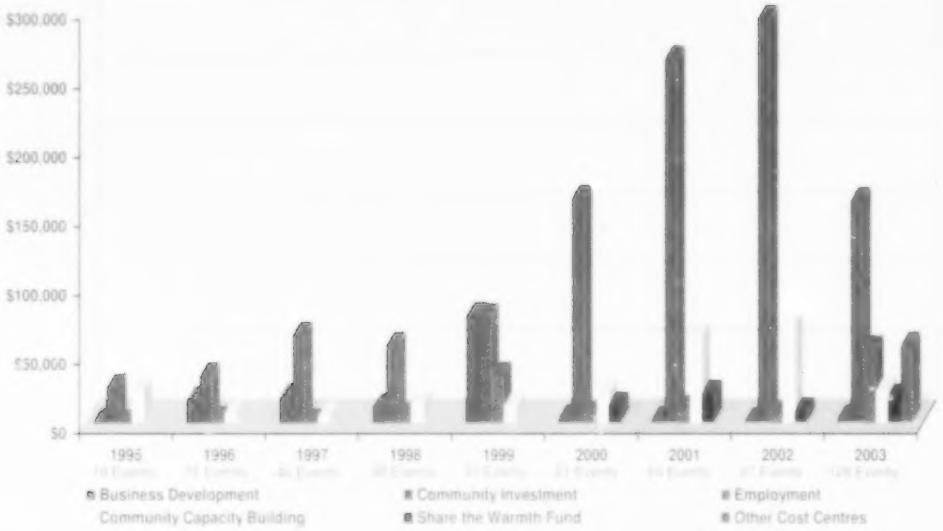
Back Row: D. Kelln & B. Quewezance (SaskEnergy)
Front Row: D. Ironqui, D. Keewatin, S. McNabb, R. Desnomie
Grade 1 Grade 3 Grade 6 Grade 4
Pesakastew School - Peepeekisis First Nation (2001)

- SaskEnergy has been a major contributor to the First Nations University of Canada (FNUC) at the University of Regina.

Doug Kelln, Senior Vice President, Distribution Utility, SaskEnergy, presenting cheque to Wes Stevenson, Vice President, Administration, First Nations University of Canada (2003)

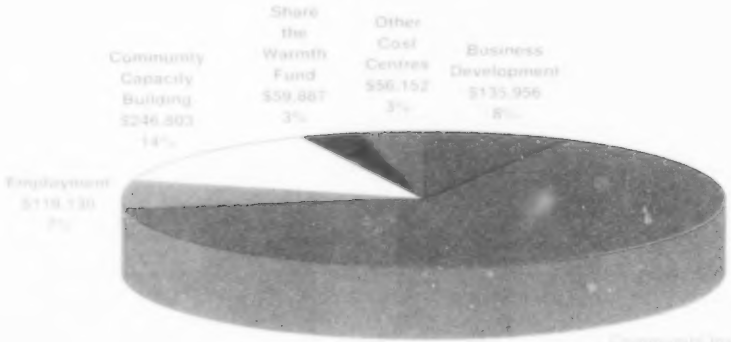
1995 to 2003

Aboriginal Community Investment



1995 to 2003

Aboriginal Community Investment


Share the Warmth Fund $59,887 3%
Other Cost Centres $56,152 3%
Business Development $135,956 8%
Community Capacity Building $246,803 14%
Employment $119,130 7%

SASKENERGY'S FORMAL ALLIANCES AND PARTNERSHIP AGREEMENTS RESULTS

In a formal partnership agreement, benefits must accrue to each investor for the enterprise to succeed. SaskEnergy began with this premise when launching its Aboriginal relations initiative in 1993. The corporate goals for Aboriginal participation would best be achieved through the marrying of strengths.

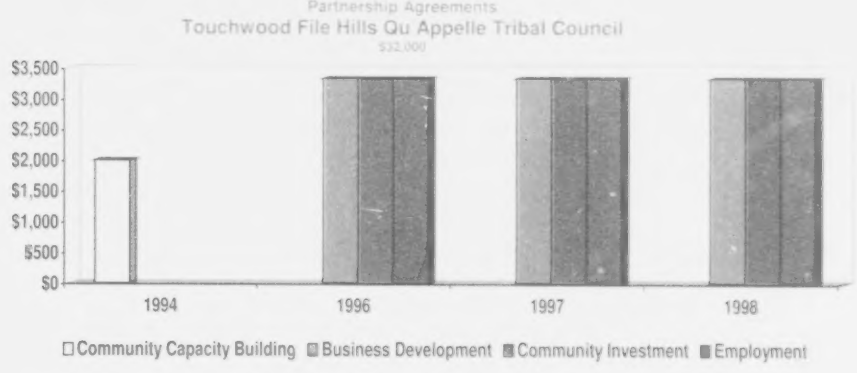
We believe the following results demonstrate that formal partnership agreements have generated significant and measurable outcomes. SaskEnergy has been able to meet and exceed its Aboriginal participation objectives, while providing its partners and customers with the resources and capacity to develop and respond to the many challenges and opportunities unique to Saskatchewan's demographics and circumstance.

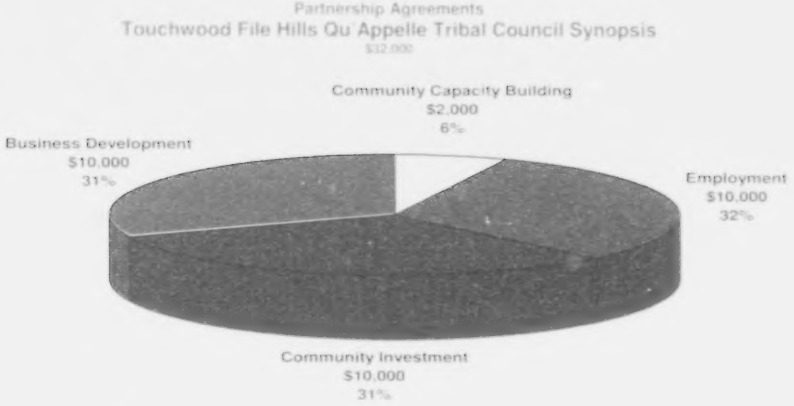
Tribal Council Partnership Agreements

In 1998 the **Touchwood File Hills Qu'Appelle (TFHQ) Tribal Council** consisted of 16 First Nations with an approximate membership of 17,157 (1997-1998 TFHQ Annual Report):

- Touchwood – Day Star, Fishing Lake, Gordon, Muskowekwan, and Kawacatoose.
- File Hills – Carry the Kettle, Little Black Bear, Okanese, Peepeekisis, and Star Blanket.
- Qu'Appelle – Muscowpetung, Nekaneet, Pasqua, Piapot, Standing Buffalo, and Wood Mountain.

These Treaty 4 Nations are the Assiniboine, Cree, Dakota, and Ojibway and are located in south / southeastern Saskatchewan on approximately 676,510 acres (Statistics Canada).





The **Saskatoon Tribal Council (STC)** consists of 7 First Nations with an approximate membership of 9,480 (2001-2002 STC Annual Report):

- Kinistin
- Muskeg Lake
- One Arrow
- Yellow Quill
- Mistawasis
- Muskoday
- Whitecap Dakota / Sioux

These Treaty 4 and 6 Nations are the Cree, Dakota, Ojibway, and Saulteaux and are located in central Saskatchewan on approximately 112,057 acres (Statistics Canada).

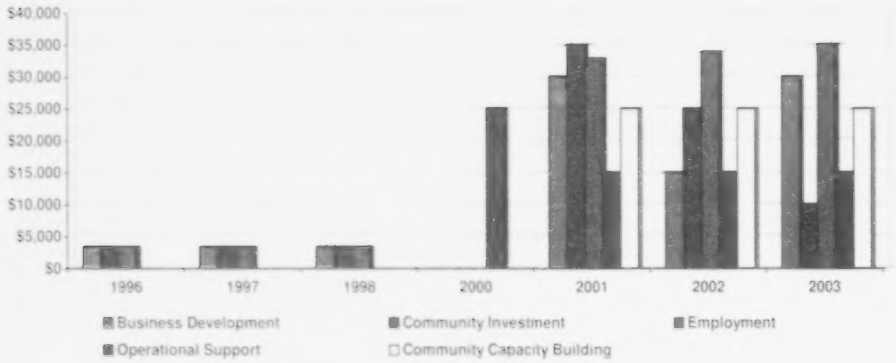
The **Prince Albert Grand Council (PAGC)** consists of 12 First Nations with an approximate membership of 28,765 (PAGC 2001 Annual Report):

- Black Lake
- Cumberland House
- Fond du Lac
- Hatchet Lake
- James Smith
- Lac La Ronge
- Montreal Lake
- Peter Ballantyne
- Red Earth
- Shoal Lake
- Sturgeon Lake
- Wahpeton

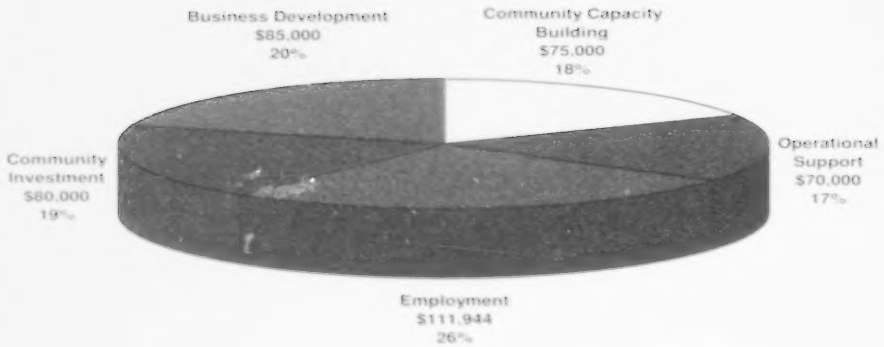
These Treaty 5, 6, 8, and 10 Nations are the Cree, Dakota, and Denesuline and are located in northern Saskatchewan on approximately 204,062 acres (Statistics Canada).

Grand Chief Gary Merasty, Prince Albert Grand Council, signs the Prince Albert Grand Council / SaskEnergy Incorporated Partnership Agreement in March 2001

Partnership Agreements
Prince Albert Grand Council
$421,944

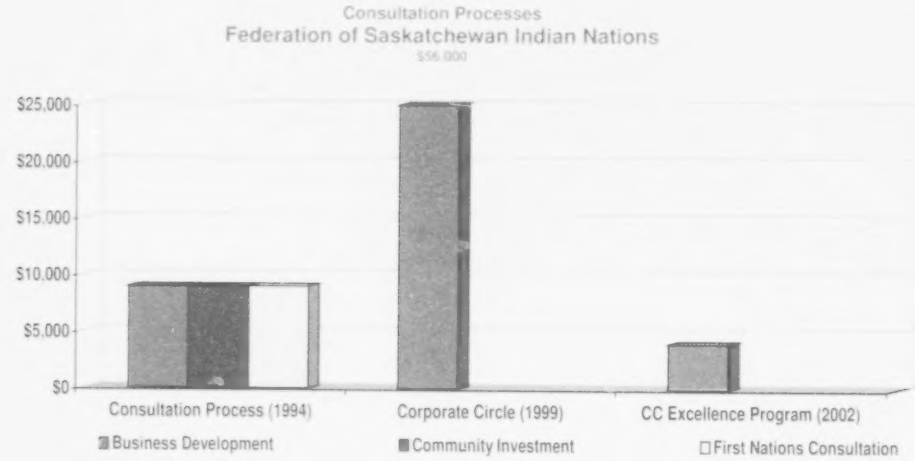


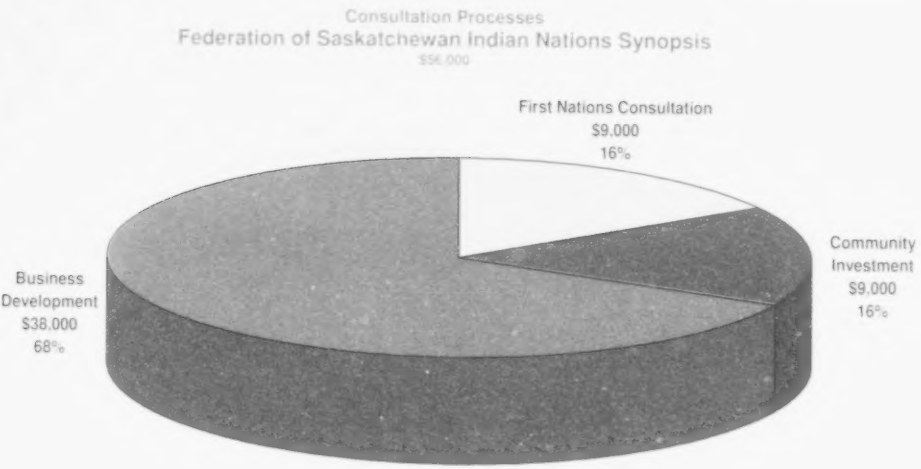
Partnership Agreements
Prince Albert Grand Council Synopsis
$421,944



Federation Consultation Processes

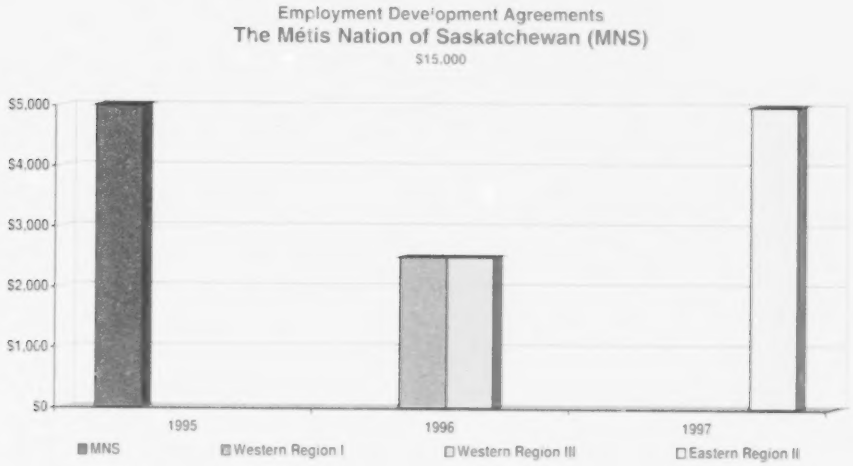
The **Federation of Saskatchewan Indian Nations (FSIN)** is the provincial governing body of Saskatchewan's 74 First Nations with an approximate membership of 86,250 (2001 Census).

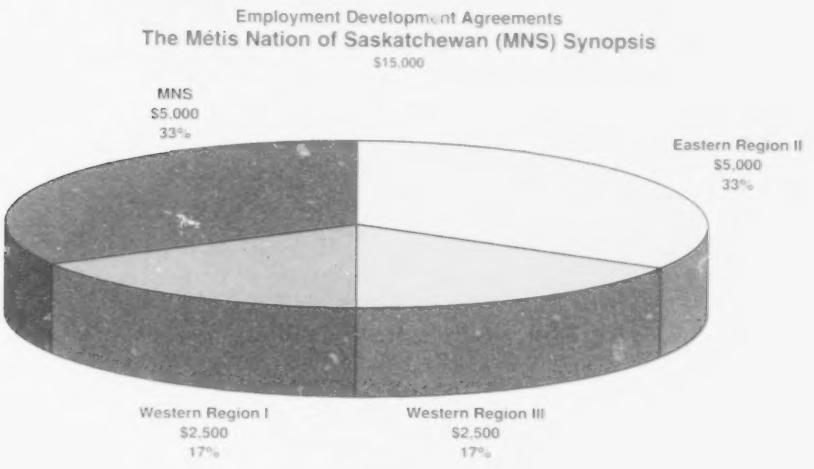




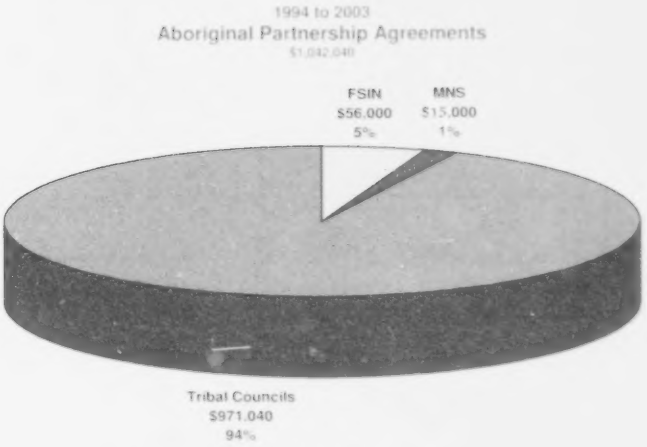
The Métis Nation Employment Development Agreements

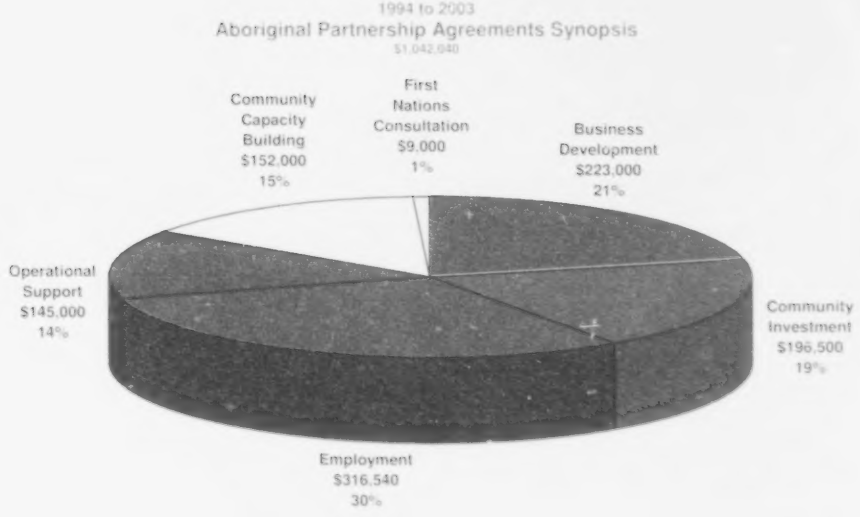
The Métis Nation of Saskatchewan (MNS) is the provincial governing body of Saskatchewan's 12 Métis Regions with an approximate membership of 44,555 (2001 Census).



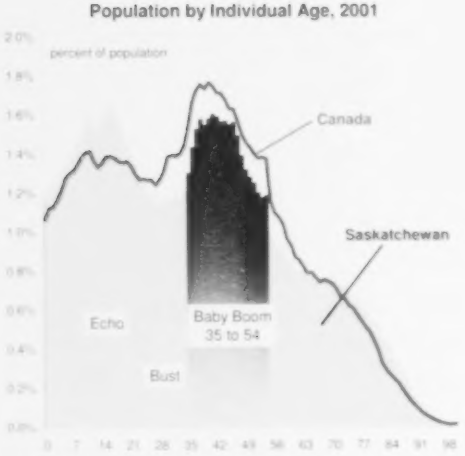


Consolidated Aboriginal Partnership Agreements
Federation of Saskatchewan Indian Nations (FSIN)
The Métis Nation of Saskatchewan (MNS)
Tribal Councils





BOOM, BUST, AND *ECHO*:
A Human Resource Opportunity



This chart, prepared by Doug Elliot of *Sask Trends Monitor*, demonstrates that Saskatchewan's young Aboriginal population is growing more rapidly than the national average. This poses a specific challenge for Saskatchewan: to develop this "echo" generation so it has the means to play an active role in shaping the Province's future.

- Among the provinces, Saskatchewan has:
  the highest proportion of the population in the 65 and older age group; and
  the highest proportion of the population under 20.
  In other words, the Province's population is "hollowed out" in the middle age group.
- Because of out-migration, both the boom and the bust are smaller here than in Canada as a whole.
- The echo is larger because of the Aboriginal population.

SaskEnergy also faces a number of challenges for the future. In the 2002 SaskEnergy Annual Report, then-Chair of the Board of Directors, Susan Milburn, outlined several challenges, one of which is key to developing SaskEnergy's strategic direction for Aboriginal Relations:

"To be a corporate leader in Saskatchewan with respect to implementing progressive human resource policies, addressing the Province's demographic challenges, practicing environmental stewardship and supporting our quality of life, through community investment and social responsibility."

Susan Milburn
2002 Chair
SaskEnergy Board of Directors

A recent study commissioned by the Federation of Saskatchewan Indian Nations (FSIN) provides even more facts about what Milburn calls the "demographic challenges" posed by the Province's "echo" Aboriginal population:

- The Aboriginal population in Saskatchewan is increasing at two times the non-Aboriginal growth rate.
- By the year 2005, the Aboriginal population is projected to be in the range of 13 to 16% of the total provincial population.
- In 2001, 62.97% of Saskatchewan's First Nations population was of labour force age.

From this data, it is clear that Aboriginal people represent SaskEnergy's future customers and employees. From a business perspective, then, it makes perfect sense for SaskEnergy to institute an Aboriginal Relations focus to assist the Corporation in meeting its customer and employee related business objectives.

As a provincial Crown corporation, SaskEnergy also has another key objective, that of social responsibility and, thus, strengthening our Province's communities. This is a particularly important objective since both the FSIN study shows that Saskatchewan's Aboriginal communities face a number of socio-economic challenges. Two statistics related to employment stand out in particular:

- The unemployment rate of Aboriginal people in the Saskatchewan region is 60%.
- 25% of the Aboriginal population relies on income support programs.

By developing and implementing a comprehensive Aboriginal strategy driven by partnerships with Tribal Councils and others, SaskEnergy has the opportunity to partner in building capacity in Saskatchewan's Aboriginal communities. An effective approach will have mutual benefits for SaskEnergy and for the province's First Nations. It will help the Corporation achieve its business and corporate social responsibility objectives and, at the same time, will help generate economic activity in and increase the capacity of Saskatchewan's First Nations and Aboriginal communities.

Mervyn Nighttraveller, SaskEnergy employee, operating hydraulic equipment on the Polyethylene Pipe Recovery program

STRENGTHENING THE TIES:
SaskEnergy and Saskatchewan's Aboriginal People

Grand Chief Gary Merasty
Prince Albert Grand Council

"Despite emerging concerns about Saskatchewan's Aboriginal population and the need to take action, there are few models that think forward to the future. The resolve and lead must be initiated by the community itself. It is here that the reality and focus lies to contemplate, plan, and execute workable solutions. The SaskEnergy partnership model embraces the concept of building strong Saskatchewan communities. We are encouraged by the results."

SaskEnergy and the Aboriginal community must work in tandem to help build Saskatchewan together for mutual benefit, and the proven method of doing so is by continuing formal partnerships with Tribal and other Aboriginal organizations. Tribal Councils have become major economic, human resource development, and program and service delivery engines in the Province. Continued and new strategic partnerships with these and other organizations will help both SaskEnergy and Saskatchewan's Aboriginal community meet their respective (and often common) business and community objectives.

Given the increasing Aboriginal demographic in the Province, Saskatchewan's Aboriginal communities face a number of specific challenges, including:

- developing and educating their young people in order to capitalize on a competitive advantage;
- providing professional and leadership development opportunities for their workers;
- creating wealth opportunities for a skilled workforce through the support of entrepreneurial efforts that build a dynamic private sector;
- building the necessary infrastructure upon which an economy can be based;
- enhancing their capacity to respond meaningfully to the overwhelming demographic challenges; and
- strengthening their sense of ownership in and importance to Saskatchewan's future.

BUILDING FOR THE FUTURE

SaskEnergy has worked together with Saskatchewan's Aboriginal community to lay the groundwork for comprehensive and effective Aboriginal Relations. To help build and grow Saskatchewan's economic future, SaskEnergy will continue to form partnerships that anticipate and plan strategies in a manner that:

- plans for the Province's changing demographics;
- delivers results required by the Corporation's business plan;
- builds capacity for Aboriginal communities;
- builds harmony as well as a desire and willingness for change in workplace environments;
- builds, integrates, and systemizes Aboriginal participation in all aspects of business planning; and
- is transparent and accountable to the shareholders and the Aboriginal community.

Saskatchewan's "echo" generation of Aboriginal youth will play a major role in shaping the Province's future.

These elements form the ingredients of a proven formula: SaskEnergy's APPG must continue to plan and execute innovative strategies complimented by formal partnership agreements and Aboriginal community investment. This sustained approach will provide SaskEnergy with the capacity to deliver on its Aboriginal Policy and will also provide the flexibility to assess and respond to current and immediate Aboriginal community needs.

Alika Lafontaine
SaskEnergy's 2000 Aboriginal Youth Ambassador

Mr. Lafontaine was a 1999 recipient of SaskEnergy's scholarship to the Saskatchewan Indian Federated College (First Nations University of Canada) and also received the National Aboriginal Achievement Foundation Youth Award.

To advance SaskEnergy's Aboriginal education objective of fostering and promoting higher learning in the Aboriginal community, Alika was a guest presenter at Aboriginal youth appreciation nights, career fairs, science fair camps, student leadership / education conferences, and youth camps held in Saskatchewan.

THE LAST WORD:
A Community Perspective

Keith Martell
Chairman, Board of Directors
First Nations Bank of Canada

Mr. Martell is a member of the Waterhen Lake First Nation in Saskatchewan and was instrumental in the formation of the First Nations Bank of Canada.

Keith is a Chartered Accountant, Certified Aboriginal Financial Manager, and was a recipient of the "Top 40 Under 40 in Canada Award" in 2001.

"In the last century, Aboriginal people went from being a driving force in the economy of this Province to a socially and economically marginalized people. Many advances are being made to reverse this and to level the playing field to an equal opportunity for social and economic well-being. As a prudent and responsible corporate citizen, SaskEnergy has taken up this challenge in their "Strategies for Success" initiatives.

SaskEnergy initiatives have concentrated on building bridges. These bridges offer to help span the divide in the social and economic well-being between the Aboriginal and non-Aboriginal population. Spanning the divides in the educational achievement of Aboriginal youth is a good investment. This rapidly growing potential workforce is a great asset for Saskatchewan and is a competitive advantage over many other parts of the world.

The Aboriginal community is also becoming a growing economic force in Saskatchewan. Their investments are creating an economic boost that will employ many people, pay taxes in Saskatchewan, and use energy in the growth of our economy. By building bridges to these customers and creating relationships with successful Aboriginal organizations, SaskEnergy is creating opportunities to participate in their success. SaskEnergy is also offering their existing workforce and customers an appreciation of the advantages of diversity. By investing in these bridges, they are investing in the future of their company and their stakeholder.

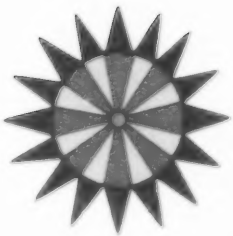
I want to congratulate SaskEnergy for their achievements to date and challenge the company's leadership, workforce, and shareholder to continue to seek positive returns from working with Aboriginal people in building bridges to success."

For more information contact:

SaskEnergy

Aboriginal Relations
1000 – 1777 Victoria Avenue
Regina, Saskatchewan
S4P 4K5

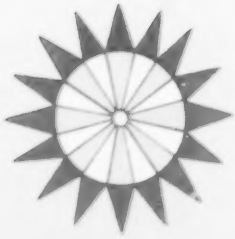
Phone: (306) 777-9441



Strategies for
Success

SaskEnergy

Aboriginal Relations
1000 – 1777 Victoria Avenue
Regina, Saskatchewan
S4P 4K5
Phone: (306) 777-9441



SaskEnergy wishes to thank all past and present members who have served on the Aboriginal Policy Planning Group. These members include:

Ross Allison	Human Resources
Don Ash	Employee and Organizational Development
Ian Billett	Employee and Organizational Development
Fred Bird	Corporate Services
Gerry Braumberger	Distribution Customer Service
Larry Braun	CEP Union, Local 649
Ray Campbell	Development
Lynette Davis	Compensation and Benefits
Fred Dulmage	Recruitment
Al Elmer	Corporate Services
Ginny Fletcher	Distribution Administration
Shannon Fraser-Hansen	Distribution Customer Service
Dick Graham	Engineering and Technology, TransGas
Roslyn Ingram	Corporate Affairs
Susan Jarvis	Training and Development
Steve Jeffery	Information Systems
Bob Kane	Distribution Customer Service
Doug Kelln	Distribution Utility
Lorne Kelsey	West Central District, TransGas
Jacquie Kerr	Marketing and Sales
Ed Lang	Distribution Customer Service
Gillis Lavalley	Marketing and Sales
Sharon Maier	Staffing and Development
Maria McCullough	Labour Relations and Staffing
Ray McKay	Distribution Customer Service
Morley Meyers	Job Evaluation and Special Projects
Douglas Nunn	Operations Support, TransGas
Gerald Oxby	Eastern District, TransGas
Kathy Peter	Marketing and Business Development, TransGas
Ron Podbielski	Corporate Affairs
Dona Racette	Aboriginal Relations
Gord Reid	Facilities and Equipment
Dean Reeve	Business Development and Marketing Services, TransGas
Heather Saunders	Transmission and Storage Marketing, TransGas
Brent Schick	Information Systems
Carol Tremblay	Purchasing
Ed Voroney	Distribution Construction
Trish Watier	Community Relations
Derwin Zelinski	Distribution Construction North

ABORIGINAL POLICY PLANNING GROUP:
Members
January 1993 to June 2003